Attachment A

Application Cover Sheet

Name of Respondent: PivotX Advisors LLC			
Mailing Address: 73 Williams Street	**City:** Arlington	**State:** MA	**Zip Code:** 02476
Telephone: +1-201-966-9968	**Fax:** NA	**Web Address:** www.pivotxadvisors.com	
Primary contact for clarification: Vaibhav J		**Primary contact e-mail address:** vaibhav@pivotxadvisors.com	
Authorized Signatory: Poornima Ramaswamy		**Authorized Signatory E-mail Address:** poornima.ramaswamy@pivotxadvisors.com	
Legal Status / Jurisdiction: Massachusetts LLC		**Respondents UEI No.** CJ3HEWC8ZMW9	

Attachment B

Massachusetts Technology Collaborative Authorized Respondent's Signature and Acceptance Form

The undersigned is a duly authorized representative of the Respondent listed below. The Respondent has read and understands the RFP requirements. The Respondent acknowledges that all of the terms and conditions of the RFP are mandatory, and that Respondent's response is compliant with such requirements.

The Respondent understands that, if selected by the Mass Tech Collaborative, the Respondent and the Mass Tech Collaborative will execute an Agreement specifying the mutual requirements of participation.

Respondent agrees that the entire bid response will remain valid for sixty (60) days from receipt by the Mass Tech Collaborative.

I certify that Respondent is in compliance with all corporate filing requirements and State tax laws.

I certify that the statements made in this response to the RFP, including all attachments and exhibits, are true and correct to the best of my knowledge.

I acknowledge and understand the procedures for handling confidential materials submitted to the Mass Tech Collaborative as set forth in Section 3.1(d); I agree to be bound by those procedures and agree that the Mass Tech Collaborative shall not be liable under any circumstances for the disclosure of any materials submitted to the Mass Tech Collaborative pursuant to this RFP or upon the Respondent's selection.

Respondent: PivotX Advisors

By:

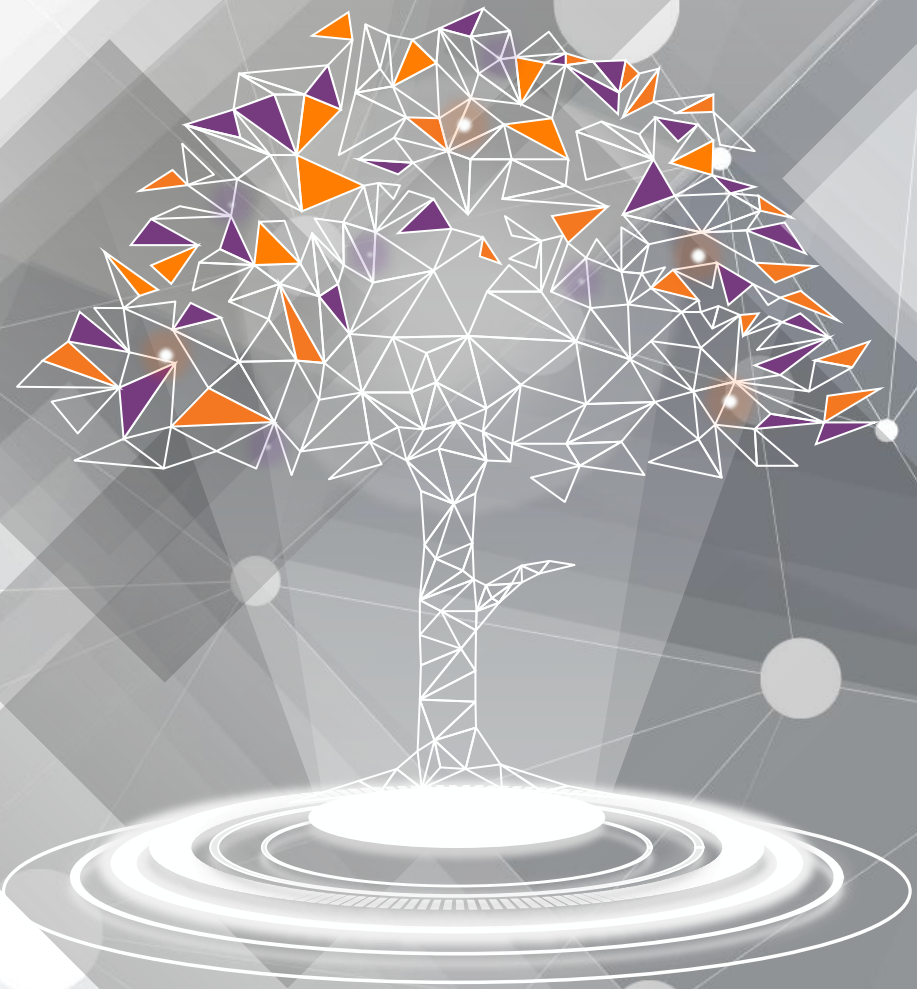
(Signature of Authorized Representative)

Name: Poornima Ramaswamy
Title: CEO & Founder
Date: 6 October 2025

PIVOTX

Mass Tech Collaborative 2026-JAII-01 AI Hub Data Commons Consulting Services Response

October 7, 2025



PivotX RFP Response - Executive Summary

Our Commitment – PivotX will deliver the best fit solution and establish scalable data-centric practices to stand up a validated data ecosystem to help Massachusetts AI Hub achieve its objective.

Mass AI Hub's Vision

- Establish a statewide **AI Data Hub that accelerates innovation**, collaboration, and responsible AI development.
- Enable researchers, government, startups, and industry to **securely access curated,** high-quality datasets.
- Ensure **FAIR** (Findable, Accessible, Interoperable, Reusable) and ethically governed AI infrastructure.

Solution Highlights - Modern, Cloud-Native Architecture Built to Scale

- **Unified Data & AI Platform** → Combines cataloging, synthetic data generation, and fairness monitoring.
- **Open, Cloud-Ready Foundation** → Cost-efficient, secure, and scalable for public-sector deployment
- **Built for scale and efficiency** → Modular, secure, and performance-driven architecture
- **Embedded Fairness & Governance Frameworks** → Secure, compliant, and inclusive AI ecosystem

PivotX Differentiators: Turning AI Vision into Action

- **"A" Team** → Data & AI Expertise from top-tier practitioners → Accelerated delivery with proven methodologies
- **E2V (Explore-to-Value) Framework** → Rapid prototyping + design thinking = faster **Adoption-first approach** → UX design workshop to focus on adoption from the start
- **Built-In Change Management** → Driving alignment across all stakeholders.

Measurable Outcomes

- **Accelerated Access** → Fast dataset discovery and onboarding
- **Trust & Transparency** → Embedded fairness audits and compliance reporting
- **Adoption & Engagement** → Achieve targeted active users within first six months
- **Operational Efficiency** → Streamlined governance and automated metadata curation

PIVOTX

PIVOTX

PivotX Advisors
Company Overview

PivotX is an SDO-certified Diverse Firm in Massachusetts

Commitment to responsible and representative innovation

Supplier Diversity Office (SDO)
of Commonwealth of Massachusetts

Grants

Supplier Diversity Office Certification

to

PivotX Advisors, LLC,

Who has successfully met the SDO's criteria for certification under the following category or categories:

Certification Type	Certification Date	Certification Expiration
Minority Business Enterprise (MBE)	02/01/2024	02/01/2027
Women Business Enterprise (WBE)	02/01/2024	02/01/2027

SDO Client ID: 20230433

NAICS Code(s): 541611, 541690

Authorized by William M. McAvoy
Executive Director
Supplier Diversity Office

PivotX: Enabling Data and AI Centric Innovation

A **trusted partner** in **data and AI,** committed to helping organizations evolve into **data-centric enterprises** to achieve the desired **business outcomes**

PivotX Impact

Expertise: 'A' team – **25+ years** in Data and AI advisory, engineering and solutioning

AI driven automation: Accelerators that speed up time to market

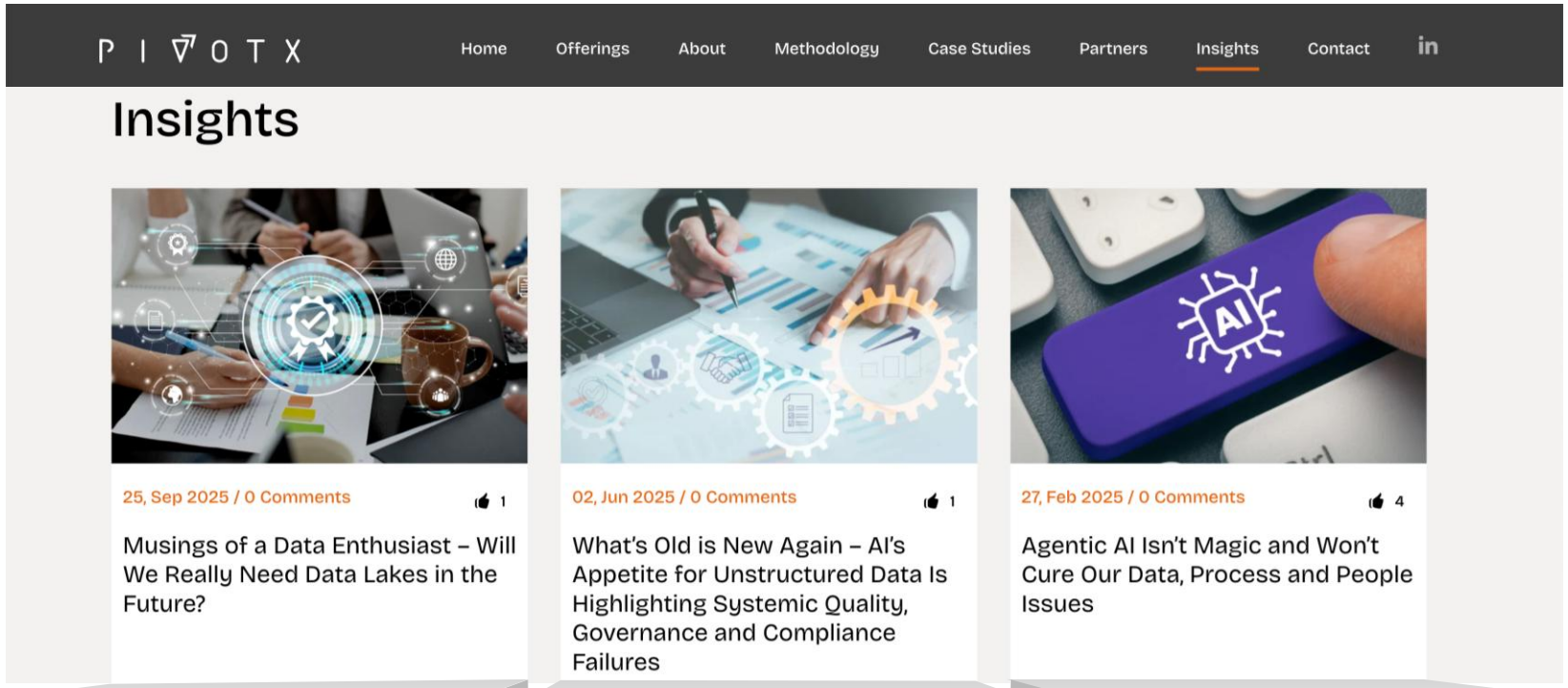
Customer focus: Meet Customers where they are in their **maturity curve and partner with them** along the journey

Business Aligned Technical Solutions: Techno-Functional team to address **solutions fits within business constraints and workflows**

Global presence: US and India

PIVOTX

PivotX Insights: Rethinking Data, Governance, and AI


PIVOTX
Home
Offerings
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Methodology
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Insights
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25, Sep 2025 / 0 Comments
1
Musings of a Data Enthusiast – Will We Really Need Data Lakes in the Future?
02, Jun 2025 / 0 Comments
1
What's Old is New Again – AI's Appetite for Unstructured Data Is Highlighting Systemic Quality, Governance and Compliance Failures
27, Feb 2025 / 0 Comments
4
Agentic AI Isn't Magic and Won't Cure Our Data, Process and People Issues

- **Data lakes** evolve into **context + governance hubs**, not raw dumps
- **Agentic AI** acts **directly on source systems**, bypassing stack
- **Shared data layers** prevent **new silos** by capturing agent insights

- AI's appetite for unstructured data exposes **governance gap**
- Weak data foundations **risk bias and compliance failures**
- Control towers **ensure visibility, trust, and accountability**

- **Agentic AI** isn't a cure for broken systems.
- Needs solid **data, oversight, and human alignment.**
- Success depends on **governance and clear use cases.**

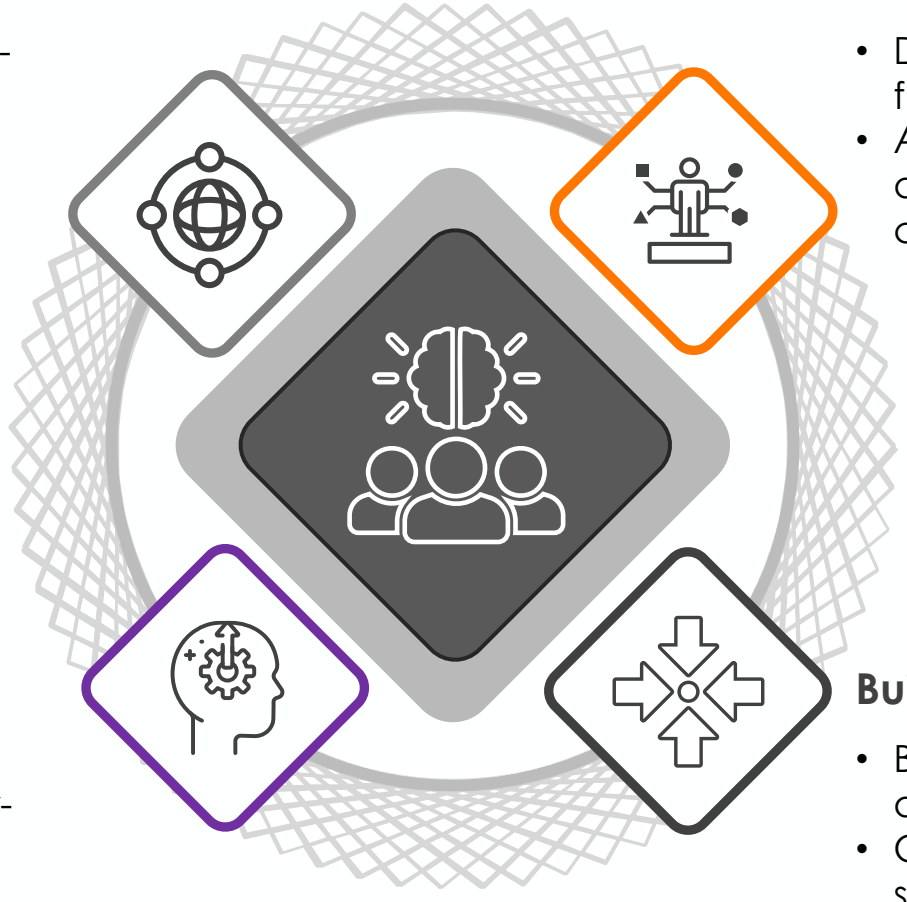
Key takeaways

Our Team Philosophy

Built for Scalable Impact

Global, Diverse & Unified

- Drive local relevance and enterprise-wide scale
- Embrace geographic and cognitive diversity to foster innovation and resilience



T-Shaped Talent Model

- Deep expertise in Data and AI with cross functional breath
- Ability to partner with clients to identify and solve their most critical business challenges

Adoption-First Mindset

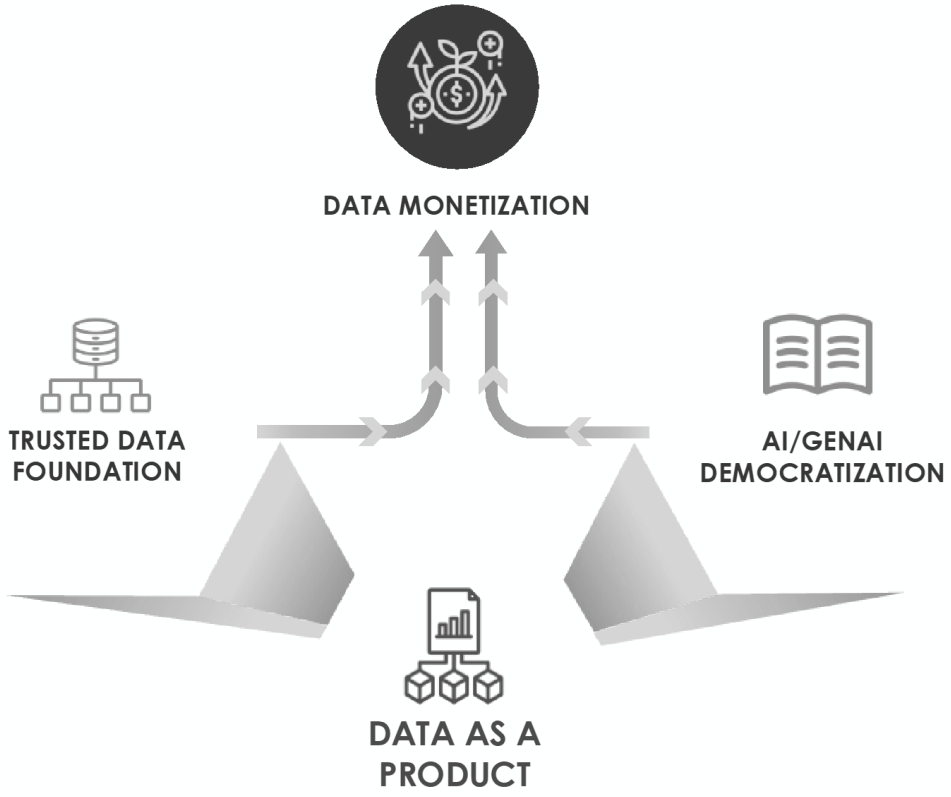
- Focus on adoption and learning
- Grounded in change-readiness, user-centricity, and value realization

Built for Convergence

- Bridge strategy and execution, tech and business, data and action
- Connective tissue between vision and scalable outcomes

PIVOTX

PivotX Philosophy: Data as a Strategic Product



‘Data as a Strategic Product’ Approach

Data Products: **Business owned** serving **specific business users and needs**

Product Mindset: Make data **easy to find, reliable,** and **ready for** teams to use **without IT bottlenecks.**

Product Catalog: Curated, deployed, and **maintained for quality and relevance**

Self-Service: **Metadata-rich, versioned, discoverable** and **accessible** fostering self-service

Governed: Ensuring **security, compliance**, and data integrity

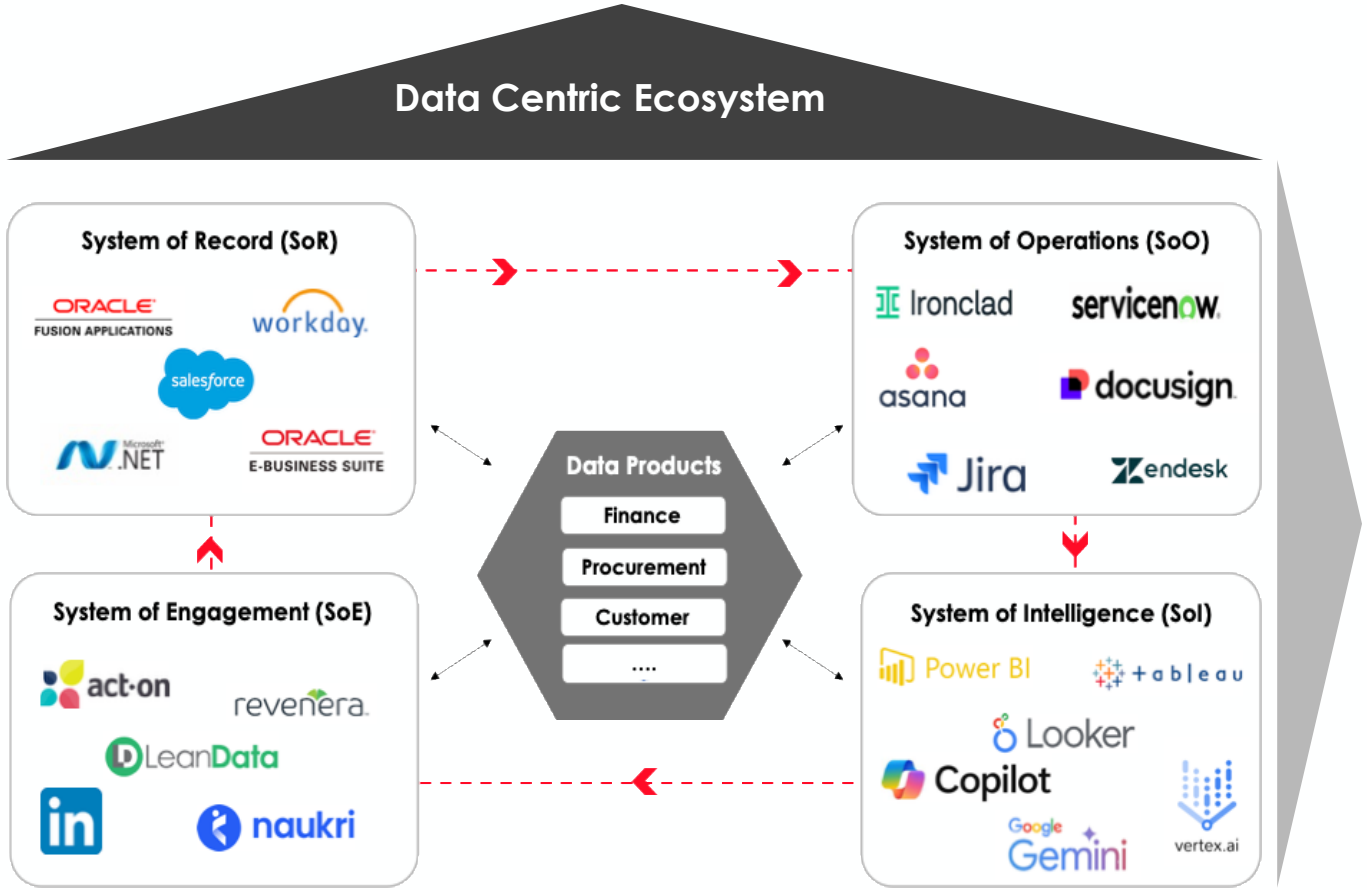
Scalable & Reusable: **Built for growth and reuse** across teams, applications and AI models

Enabling full potential of Data and AI

- ★★★★★ **Quality**
- ★★★★★ **Time to market**
- ★★★★★ **Collaboration**
- ★★★★★ **Scalability**

Building the Data-Centric Ecosystem

We will help you build data products that serve as the fulcrum for AI-driven decisions



AI-driven Business Insights
For Improved decision-making, efficiency, competitive advantage, innovation and customer experience

Data & AI Observability & Operations
Ensuring data is trustworthy and the AI models are performing as expected

Trusted Data and Data Foundation
Raw material before you can do anything else (including data modelling, integration, and storage)

Project Purpose and Objective - Our Understanding

Context

- Massachusetts AI Hub is a statewide initiative to accelerate AI development, foster commercial growth, and ensure equitable access to AI resources across the Commonwealth. The Data Commons Collaborative (DCC)serves as a core pillar of this initiative—establishing a secure, FAIR-compliant data infrastructure that empowers research ,innovation, and responsible AI.

Project Objective

- To design, develop, and launch the Data Commons Collaborative (DCC)—a foundational infrastructure under the Massachusetts AI Hub—that centralizes access to trusted, secure, and reusable data for AI research and innovation. This initiative lays the groundwork for a sustainable, transparent, and inclusive AI ecosystem that strengthens Massachusetts' leadership in responsible AI.

Purpose & Goals

- **Centralize Access** – Curate and catalog high-quality datasets for AI use.
- **Data Curation** – Host and maintain valuable, domain-specific public datasets.
- **Synthetic Data Enablement** – Support privacy-preserving dataset generation.
- **AI Innovation Enablement** – Accelerate AI research, development, and deployment.
- **Collaboration Expansion** – Facilitate cross-sector and cross-agency data sharing.
- **Future Scalability** – Enable user-driven data collaboration and continuous growth.

Project Scope

Our Understanding

Scope of Services	Deliverables
1. Program Management & Coordination • Develop and maintain an integrated project plan and timeline • Conduct regular meetings and stakeholder updates • Ensure milestones defined in the DCC project plan are met	• Detailed Project Plan and Timeline • Communication Plan • Risk Management • Issue and Problem Management • Periodic Status or Progress Reporting
2. Technical Architecture & Platform Development • Design and build the data commons website and backend infrastructure • Implement metadata management, cataloguing & discovery tools (e.g., CKAN, Dataverse) • Develop role-based access and identity management system • Develop a central ledger for tracking "Commons Credits" • Enable API-based data access and usage analytics	• Detailed Platform Architecture Documentation • Initial website and backend data infrastructure
3.Dataset Curation and Integration • Assist in curating the initial set of datasets • Ensure metadata completeness and FAIR data principles • Support ingestion pipelines, version control, and provenance tagging	• Initial Data Catalog and Metadata System

Project Scope

Our Understanding

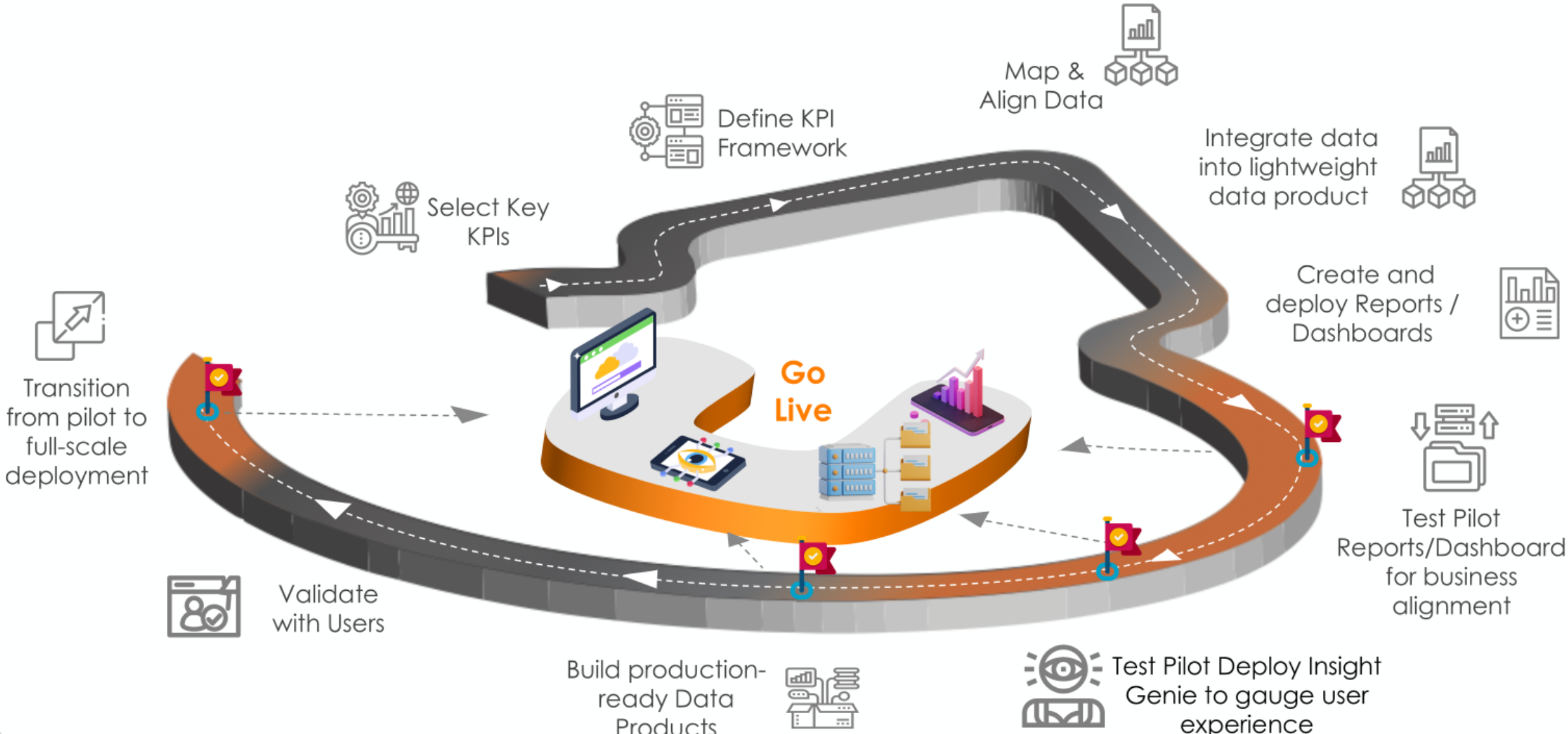
Scope of Services	Deliverables
4. Synthetic Data Capability • Integrate synthetic data tools (e.g., SDV, Synthea, CARLA) • Support synthetic dataset generation and validation pipelines • Ensure compliance with privacy and audit policies	• Synthetic Data Tooling and Sample Outputs
5. AI Fairness and Bias Framework • Implement bias detection, auditing, and mitigation tools (e.g., AIF360, Fairlearn) • Establish bias impact documentation workflows and dashboards	• Fairness and Bias Reporting Dashboard
6. Security, Governance & Compliance • Define and implement RBAC, MFA, and dataset tiering • Ensure logging, encryption, and audit trails • Define terms of use and enforce ethical data handling	• Security and Governance Implementation
7. Testing, Rollout, and Adoption • Conduct QA across platform functions • Train end users and administrators • Prepare documentation and support materials • Support public launch	• Training and Launch Materials • Sample Commons Credits ledger output • Explanation of planned industry engagement • Pilot user feedback

Out of Scope of Service

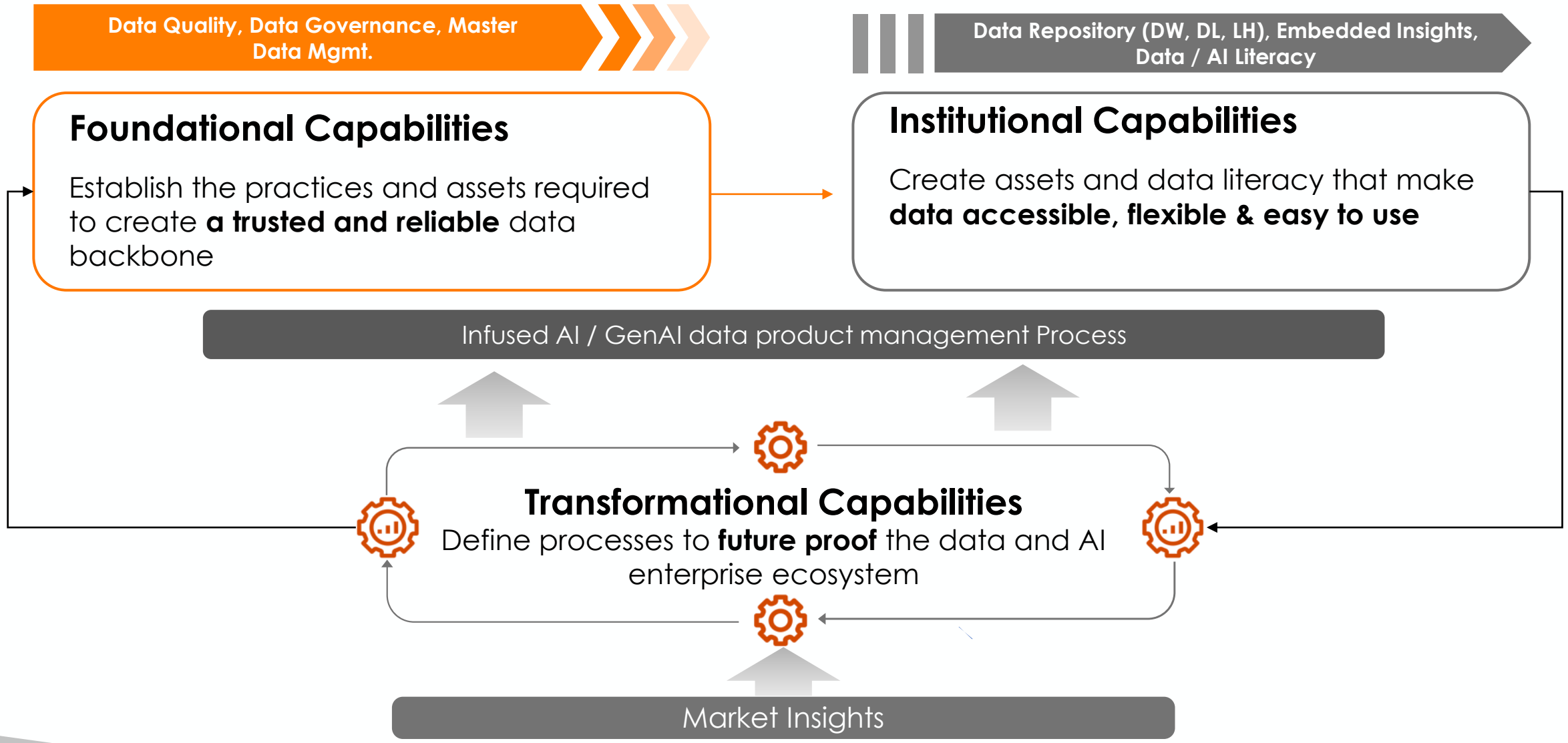
Exclusions

- PivotX will not perform full evaluation and procurement of tools or platforms. Support is limited to providing recommendations based on experience, research, and best practices.
- PivotX will not be responsible for ongoing setup, configuration, or management of Dev, QA, and Production environments. Responsibility is limited to making recommendations for the hosting environment.
- Work will focus on setting up the DCC Hub itself; integration with the broader Massachusetts AI Hub is not included.
- PivotX will not decide which datasets are to be curated. The role is limited to supporting curation once the sources are identified by Mass Tech.
- Activities beyond the initial one-month stabilization and knowledge transfer period are excluded. Long-term operations and maintenance fall outside this scope.
- PivotX will not develop the content for web pages

Our Business-First Execution Approach – Explore to Value


Map & Align Data
Define KPI Framework
Select Key KPIs
Integrate data into lightweight data product
Create and deploy Reports / Dashboards
Transition from pilot to full-scale deployment
Go Live
Test Pilot Reports/Dashboard for business alignment
Validate with Users
Build production-ready Data Products
Test Pilot Deploy Insight Genie to gauge user experience

Our Strategic Approach towards AI Readiness


Data Quality, Data Governance, Master Data Mgmt.
Data Repository (DW, DL, LH), Embedded Insights, Data / AI Literacy
Foundational Capabilities
Establish the practices and assets required to create a trusted and reliable data backbone
Institutional Capabilities
Create assets and data literacy that make data accessible, flexible & easy to use
Infused AI / GenAI data product management Process
Transformational Capabilities
Define processes to future proof the data and AI enterprise ecosystem
Market Insights

Unlocking AI and Digital Transformation

Data is the Catalyst for Scaling AI

Unified data foundation empowers scalable, agile, and resilient real-time insights and AI at scale, driving innovation and efficiencies for societal good.

Modular, governed, and secure cloud-native architecture enhances enterprise agility, ensuring scalability, flexibility, and robust performance for optimized public services.

Data transforms into a strategic competitive asset across ecosystems, driving innovative strategies, enhancing public services experience, and optimizing operational efficiency.

Why This Matters Now - AI is the Strategic Lever for Reinvention

Unified data strategy unlocks Classic AI, GenAI, and Agentic AI safely

Supports ethical design, governance, and continuous improvement

Aligns people, process, and platforms for societal impact

Data-driven reinvention positions Massachusetts for long-term advantage

Key Guiding Principles to Enable AI-Driven Reinvention

Outcomes

Outcome-first value
Tie all proposals to measurable business outcomes, KPIs, and accelerated time-to-value.

Architecture

Open & Modular
Prefer vendor-agnostic APIs, composable services, and portability to avoid lock-in.

Compliance by Design

Security & Compliance by design
Embed governance, data privacy, and least-privilege access from day one.

Responsible AI

Fairness & Transparency
Require bias testing, model/data lineage, and auditable decisions throughout the lifecycle.

Reuse & Scale

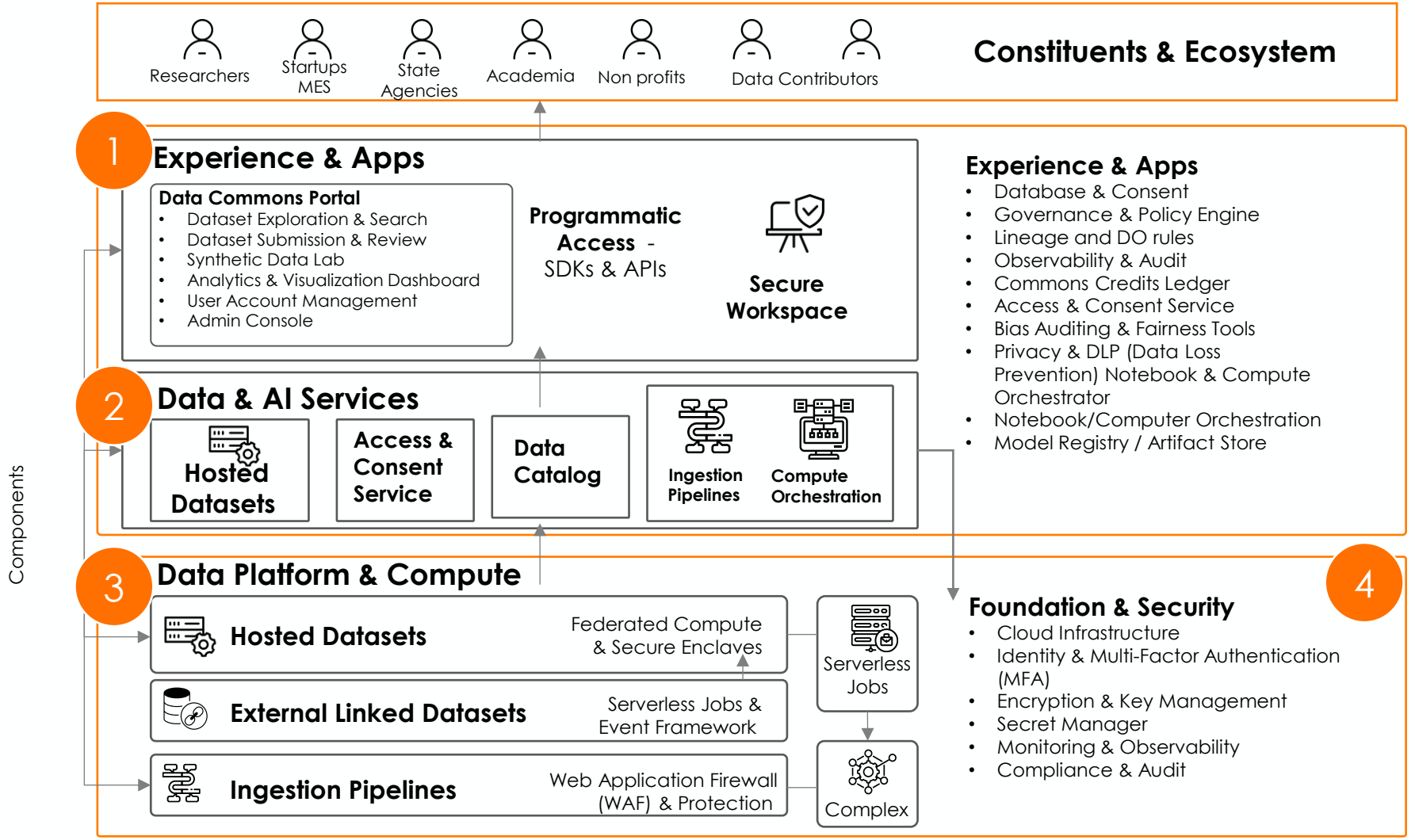
Reusable patterns
Standardize templates, agents, and pipelines to scale rapidly across domains.

Adoption

User-centric delivery
Prioritize self-service, enablement, and change management to maximize adoption.

Proposed Solution Blueprint

Conceptual Solution Design – Modular, Scalable, Interoperable and Secure



- Program Management
- Technical Architecture
- Data Curation
- Synthetic Data
- Ai Fairness
- Security & Compliance
- Testing & Launch
- Training @ Docs

1

Experience & Applications

Purpose: User-facing tools and interfaces that provide discovery, collaboration, and synthetic data capabilities.

Components

- **Data Commons Portal** - Dataset Exploration & Search, Dataset Submission & Review, Synthetic Data Lab (generation & validation tools), Analytics & Visualization Dashboard, User Account Management & Admin Console
- **Programmatic Access** - SDKs & APIs for data discovery, upload, and analytics integration
- **Secure Workspace** - Federated model development & notebook execution environment, Encrypted file storage and controlled compute sandbox
- **Governance & Policy Engine** - Rules for dataset approval, privacy compliance, and access tiering
- **Commons Credits Ledger** - Tracks contributions, dataset usage, and compute consumption for equitable resource sharing
- **Access & Consent Service** - Centralized management of permissions, user roles, and consent tracking (RBAC / ABAC / MFA)
- **Bias Auditing & Fairness Tools -** Integrated model auditing pipelines (AIF360, Fairlearn)
- **Privacy & DLP (Data Loss Prevention)** - Differential Privacy settings, risk scoring, and anonymization validation
- **Notebook & Compute Orchestrator** - Containerized execution for analytics, model testing, and reproducibility
- **Model Registry / Artifact Store** - Repository for AI models, metadata, and lineage information

2

Data & AI Services

Purpose: Core backend services that operationalize data ingestion, synthetic generation, and compute functions.

Components

- **Hosted Datasets** - Managed open and partner datasets curated for AI use cases, Versioned, metadata-linked, and FAIR compliant
- **Access & Consent Service** - Centralized identity and access control integrated with data governance
- **Ingestion Pipelines** - ETL/ELT workflows for structured, unstructured, and streaming data, Automatic data profiling, tagging, and validation
- **Federated Compute Framework** - Secure enclaves and isolated execution nodes for cross-institutional collaboration
- **Compute Orchestration Services** - Dynamic scheduling for synthetic data jobs, AI model training, and evaluation tasks
- **Validation Tools** - Synthetic-vs-real dataset fidelity comparison, Privacy leakage & fairness scoring

3

Data Platform & Compute

Purpose: Foundational infrastructure for data storage, metadata, and interoperability.

Components

- **Metadata Catalog** - FAIR metadata standards (DCAT, Schema.org) and Search, lineage, & data quality metrics
- **External Linked Datasets** - Federated data links to partner agencies and open data repositories (MassGIS, MBTA, etc.)
- **Caching & Storage Layer -** Distributed object storage (S3-compatible), Caching for high-frequency datasets and models
- **Serverless Jobs & Event Framework** - On-demand data processing and scheduled compute pipelines
- **Ingestion Pipelines (Batch & Stream)** - Connectors for APIs, flat files, and IoT feeds
- **Web Application Firewall (WAF) & Protection** - Security enforcement for APIs, portals, and data endpoints

4

Foundation & Security

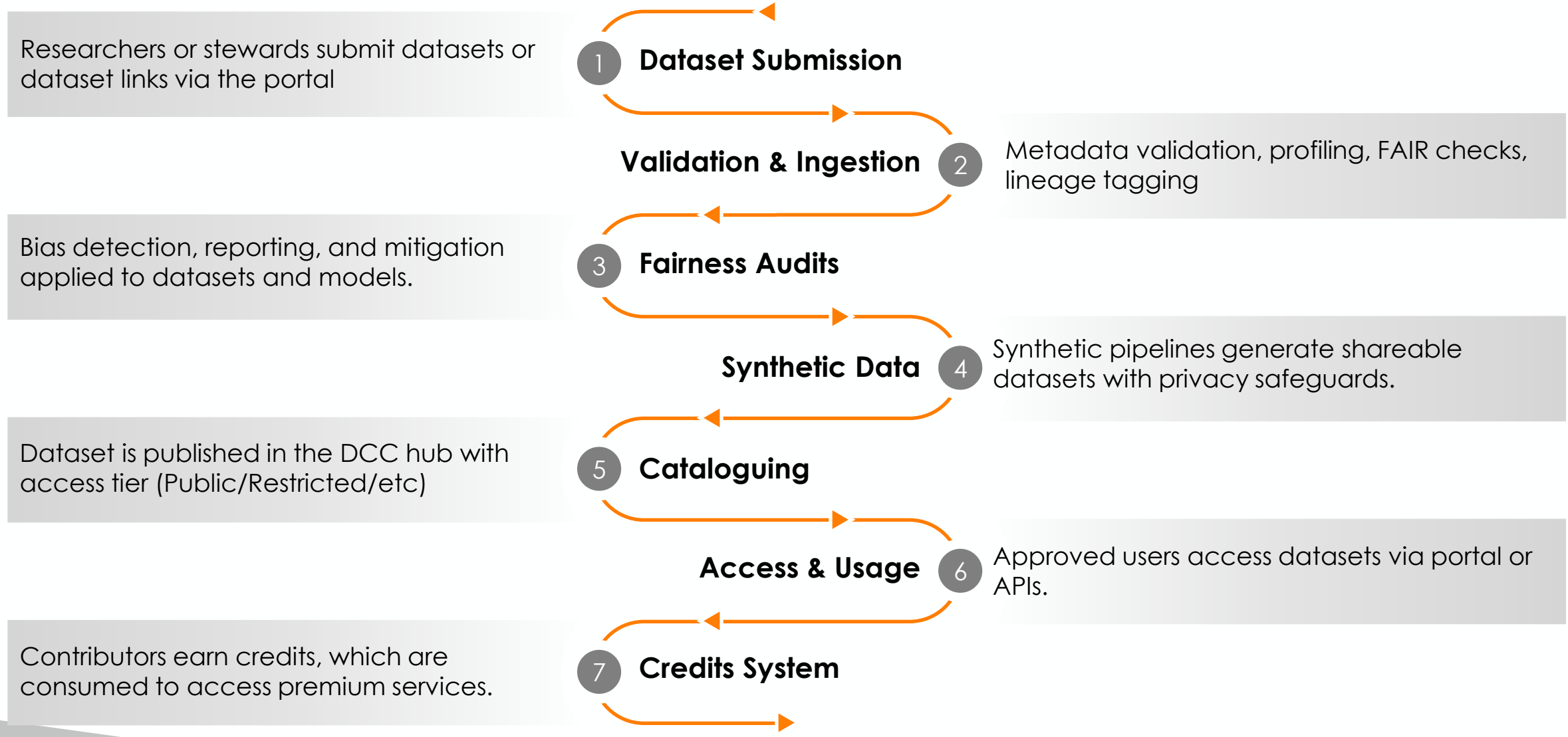
Purpose: Security, compliance, and operations underpinning the DCC environment.

Components

- **Cloud Infrastructure** - Scalable hybrid deployment (public cloud + on-prem integration)
- **Identity & Multi-Factor Authentication (MFA)** - Single Sign-On (SSO), identity federation, and least-privilege model
- **Encryption & Key Management** - Encryption at rest (AES-256) and in transit (TLS 1.3), Key rotation and secure secret storage
- **Secret Manager** - Encrypted credential storage for APIs and datasets
- **Monitoring & Observability** - Metrics collection, alerts, and automated anomaly detection
- **Compliance & Audit** - HIPAA, GDPR, and Massachusetts Data Security Standard alignment

Proposed Solution Blueprint

Data Lifecycle in DCC Hub


Researchers or stewards submit datasets or dataset links via the portal
1
Dataset Submission
Validation & Ingestion
2
Metadata validation, profiling, FAIR checks, lineage tagging
Bias detection, reporting, and mitigation applied to datasets and models.
3
Fairness Audits
Synthetic Data
4
Synthetic pipelines generate shareable datasets with privacy safeguards.
Dataset is published in the DCC hub with access tier (Public/Restricted/etc)
5
Cataloguing
Access & Usage
6
Approved users access datasets via portal or APIs.
Contributors earn credits, which are consumed to access premium services.
7
Credits System

Solution Framework (Critical Pillars) – Data Catalog and Metadata Management

Capability Pillars

Knowledge Hub	Controlled Access	Observability	Trust & Assurance	Interoperability Layer
Catalog, glossary integration, semantic tagging, lineage explorer	Role-based entitlements, least-privilege access, publishing approvals, version traceability	Pipeline & workload monitoring, freshness & reliability dashboards, cost observability & chargeback	Sensitive data detection, profiling & quality scoring, AI model drift monitoring	Standards-based tagging, FAIR alignment, APIs/SDKs, persistent identifiers (DOIs)

Business Value

- **Trust & Compliance** - Transparent, secure handling of data & AI assets
- **Efficiency & Reuse** - Repeatable governance & observability patterns
- **Collaboration** - Shared glossary and catalog bridging technical and business users
- **Scalability** - Platform-agnostic, extensible across cloud/on-prem

Solution Framework (Critical Pillars) – Synthetic Data Capability

End-to-End Pipeline for Ethical Synthetic Data Generation and Governance

Data Ingestion & Pre-Processing

- Secure ingestion of diverse modalities: tabular, text, image, sensor, and time-series.
- Automated data profiling, quality scoring, and de-identification before synthesis.
- Privacy-risk scoring using k-anonymity and l-diversity indicators to determine synthesis feasibility.

1

Generation Engine

- Multi-technique synthesis: GANs, VAEs, copula-based models, and simulation engines.
- Domain-specific generators:
- Health Data → Synthea (EHR FHIR format)
- Mobility/Traffic → CARLA / SUMO Simulators
- Environment & Energy → Physics-based data augmentation
- Adjustable fidelity-vs-privacy controls: users select balance between realism and anonymization.
- Built-in differential-privacy layers; synthetic outputs validated against privacy budgets

2

Metadata & Governance Integration

- Every synthetic dataset carries complete lineage metadata:
- Source → Method → Parameters → Validation Results.
- Seamless registration into the DCC Metadata Catalog.
- Integration with Commons Credits Ledger for contribution tracking and credit rewards.
- Role-based governance: Creators, Reviewers, Validators, Consumers.

3

Compute & Access Infrastructure

- Containerized pipelines (Kubernetes / AWS Batch / Azure ML) for reproducibility.
- Elastic scaling for GPU/CPU workloads; energy-usage telemetry feeds into sustainability metrics.
- Portal access with tiered permissions and API endpoints for programmatic retrieval.
- Audit trail & versioning ensure compliance and reproducibility across lifecycle.

4

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Solution Framework (Critical Pillars) – AI Fairness & Bias Framework

This framework equips organizations not only to meet compliance expectations but also to lead in **responsible AI adoption**.

This framework ensures organizations can design, deploy, and monitor AI responsibly by focusing on three pillars:

1. Bias Detection & Mitigation – Leveraging leading open-source (AIF360, Fairlearn) or enterprise platforms (Arthur, Fiddler, WhyLabs, Credo AI, Lakera) to identify and reduce bias.
2. Documentation & Governance – Embedding workflows (Model Cards, Bias Impact Assessments, dashboards) to make fairness auditable and aligned to standards like the EU AI Act and NIST AI RMF.
3. Operational Assurance – Defining KPIs (bias resolution rate, gap reduction, drift detection lead time, multilingual parity for LLMs) to prove fairness is effective in production.

The framework extends to Generative AI/LLMs, tackling prompt bias, content moderation bias, representation bias, and multilingual fairness. Emerging tools such as Guardrails AI and Human loop support these new risks.

Potential Business Impact

- Reduce regulatory and reputational risk.
- Build trust with customers and regulators.
- Provide scalable, repeatable, and transparent processes.

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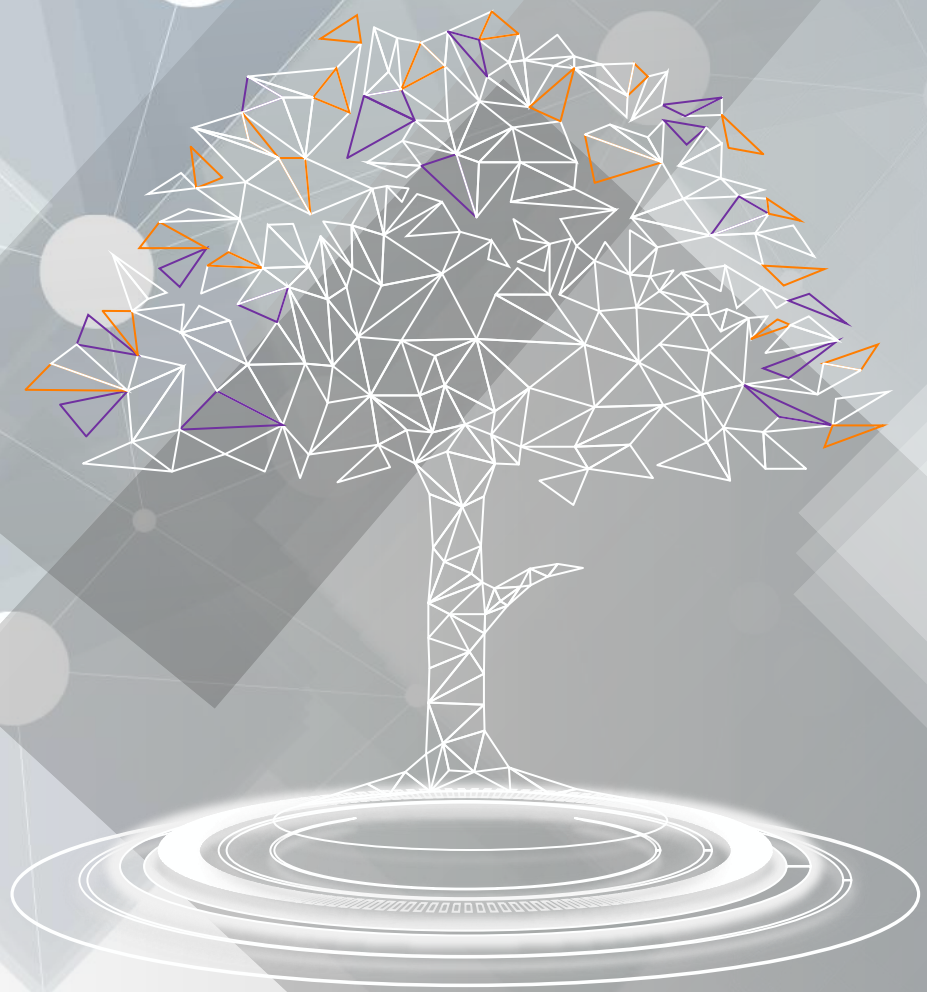
Key Solution Components with Samples

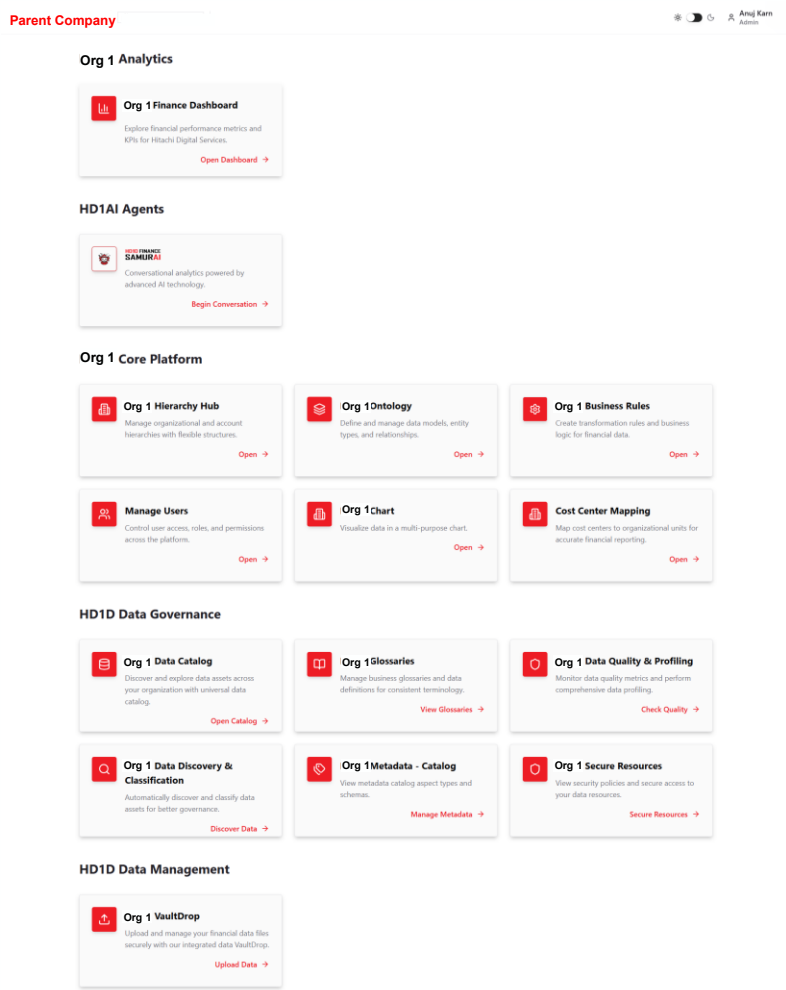


Unified Centralized Governed Portal for access to all Common's data hub

Purpose:

A centralized dashboard that organizes analytics, AI agents, core platform tools, data governance, and data management services. Each section contains interactive cards for managing data, metadata, security, and analytics within a Digital ecosystem.

Sample work product

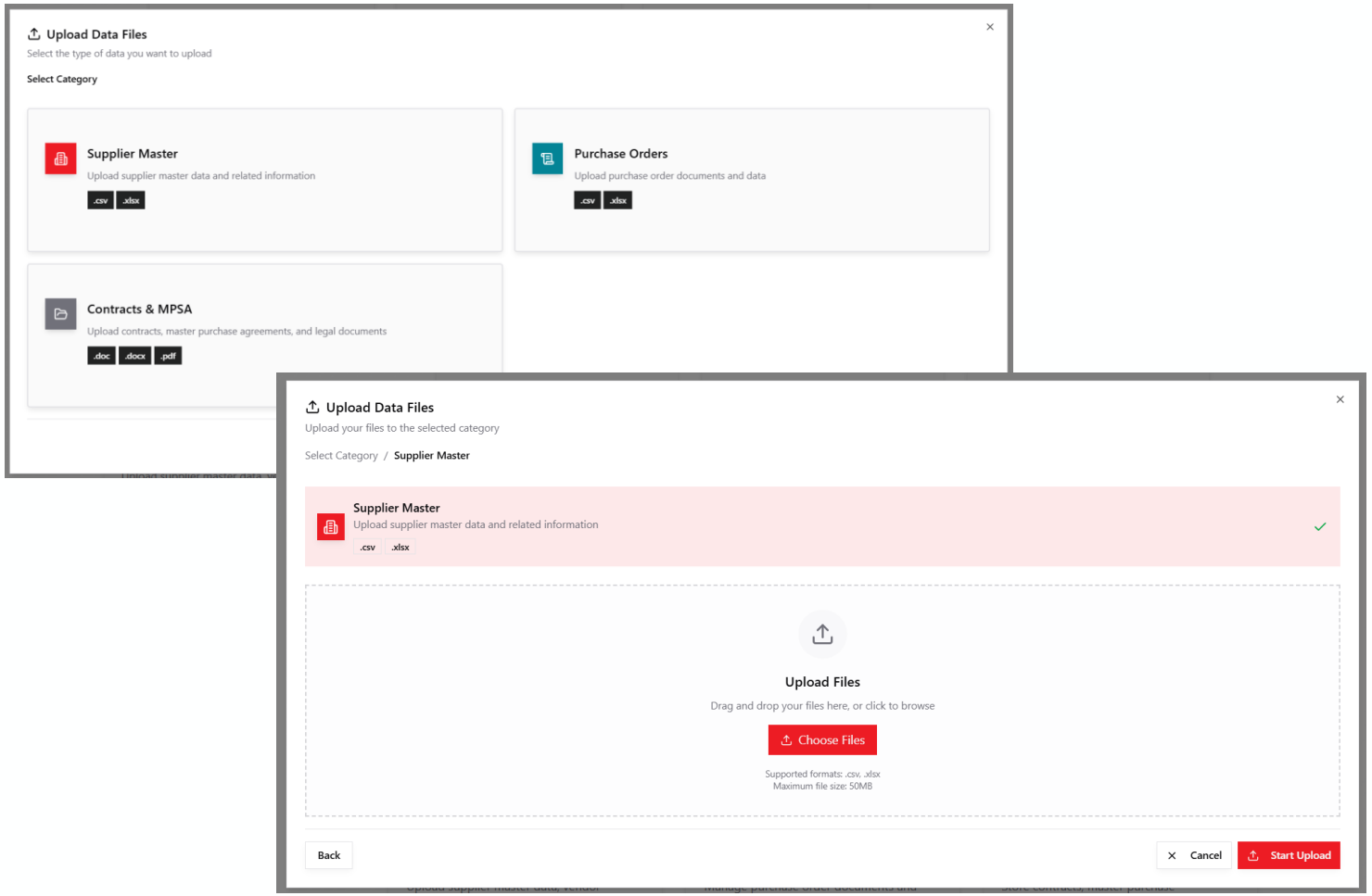

Parent Company
Org 1 Analytics
Org 1 Finance Dashboard
Explore financial performance metrics and KPIs for Hitachi Digital Services.
Open Dashboard
HD1AI Agents
Conversational analytics powered by advanced AI technology.
Begin Conversation
Org 1 Core Platform
Org 1 Hierarchy Hub
Manage organizational and account hierarchies with flexible structures.
Open
Org 1 Ontology
Define and manage data models, entity types, and relationships.
Open
Org 1 Business Rules
Create transformation rules and business logic for financial data.
Open
Manage Users
Control user access, roles, and permissions across the platform.
Open
Org 1 Chart
Visualize data in a multi-purpose chart.
Open
Cost Center Mapping
Map cost centers to organizational units for accurate financial reporting.
Open
HD1D Data Governance
Org 1 Data Catalog
Discover and explore data assets across your organization with universal data catalog.
Open Catalog
Org 1 Glossaries
Manage business glossaries and data definitions for consistent terminology.
View Glossaries
Org 1 Data Quality & Profiling
Monitor data quality metrics and perform comprehensive data profiling.
Check Quality
Org 1 Data Discovery & Classification
Automatically discover and classify data assets for better governance.
Discover Data
Org 1 Metadata - Catalog
View metadata catalog aspect types and schemas.
Manage Metadata
Org 1 Secure Resources
View security policies and secure access to your data resources.
Secure Resources
HD1D Data Management
Org 1 VaultDrop
Upload and manage your financial data files securely with our integrated data VaultDrop.
Upload Data

Onboarding External Data

Purpose:

A simple portal for uploading external data, tagging metadata, cataloging the data and initiating the governance process for onboarding it as an authorized data set for further use

Sample work product

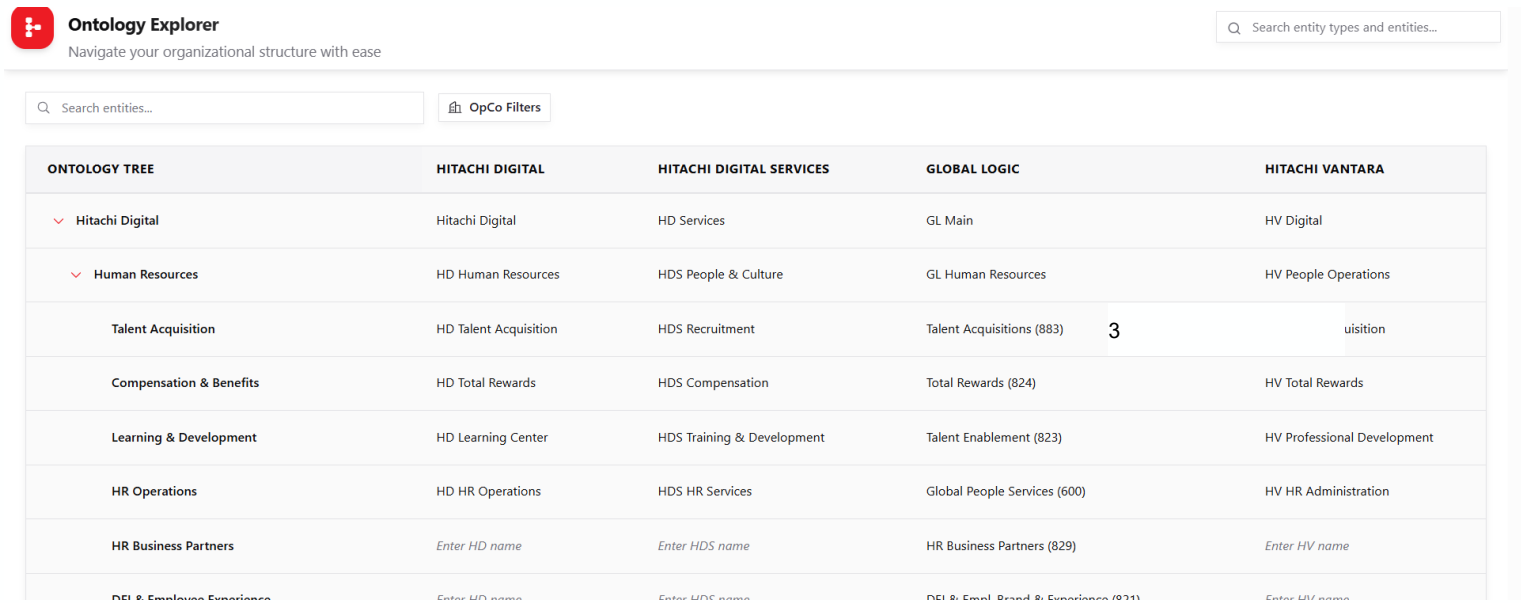


Ontology Management and Exploration

Purpose:

Supports business stakeholders to view and edit data hierarchies, meaning and purpose through a simple drag and drop interface with in-built workflow governance

Sample work product

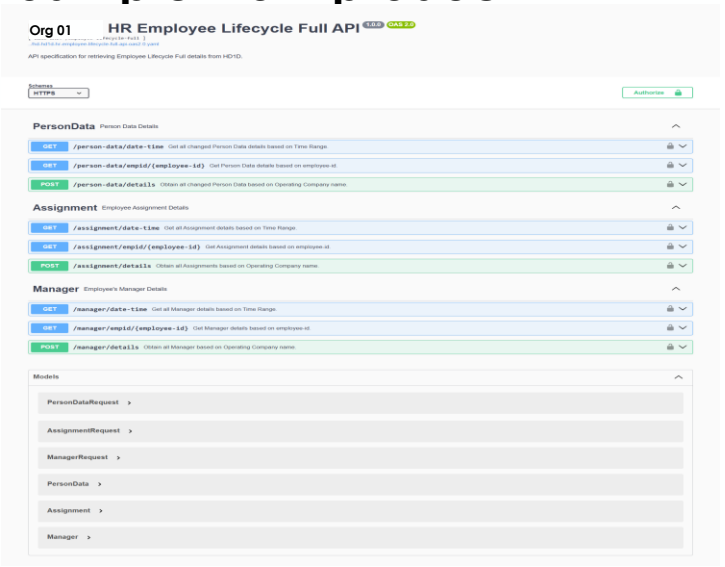


Data Access API Layer

Purpose:

The **API Layer** serves as a unified, secure, and scalable interface for accessing datasets across multiple domains within the Data Commons environment. It standardizes data access through governed APIs, enabling both **subscription-based** and **free-to-download** datasets to be delivered in a controlled manner while ensuring strict **data security**, **compliance**, and **end-to-end traceability**

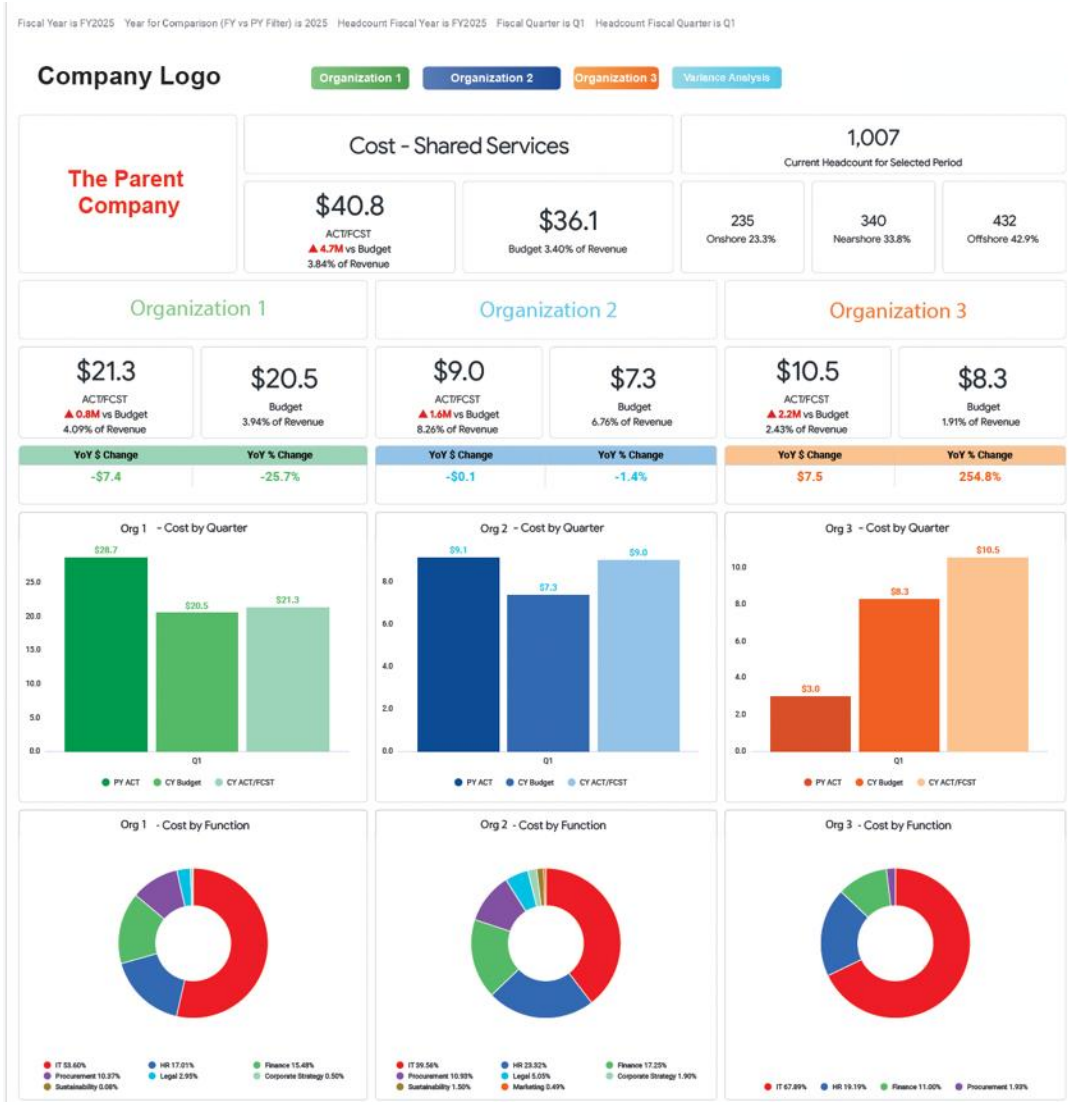
Sample work product



Key Features:

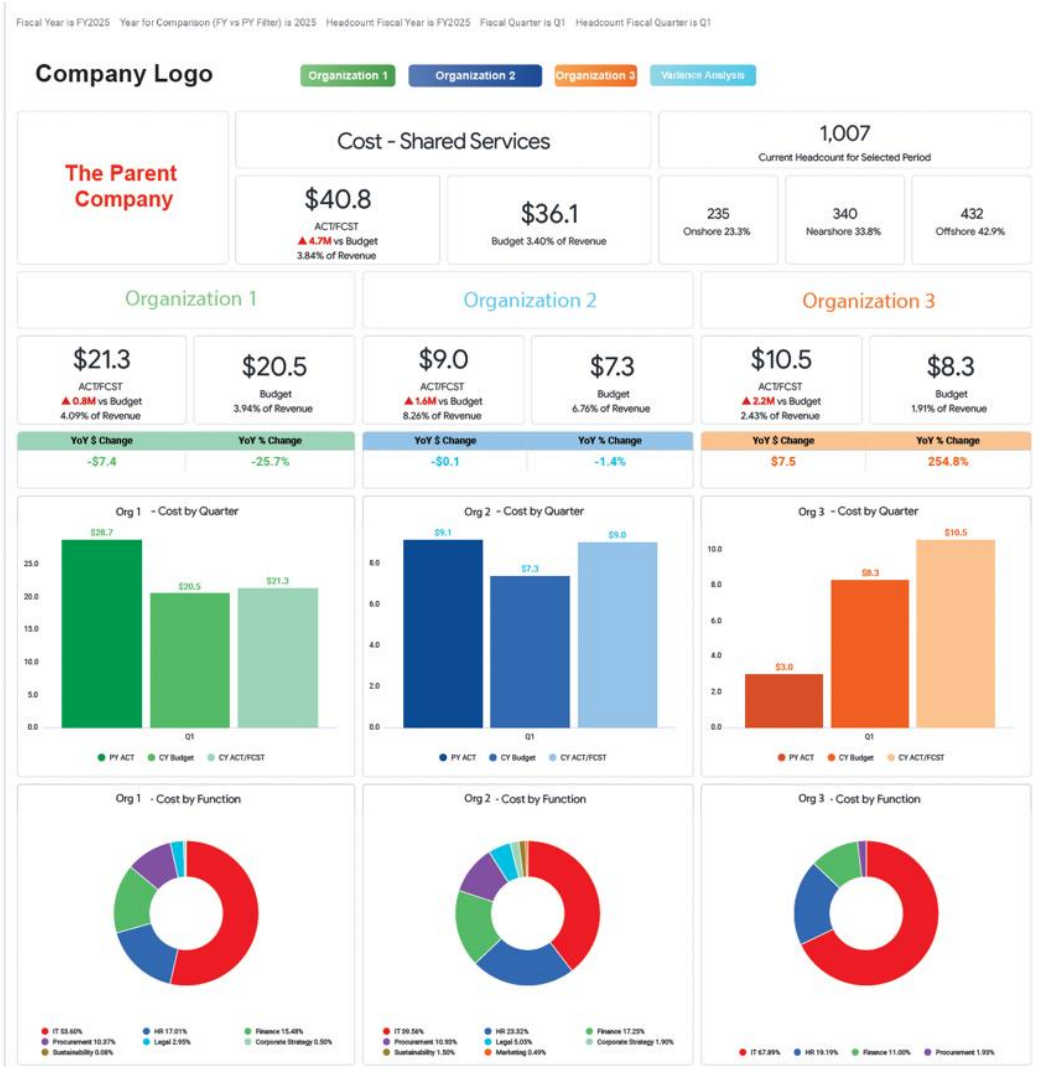
- Robust API design aligned with best practices to support high concurrency and low latency.
- Dynamic query capabilities that allow users to efficiently access both raw and curated datasets.
- Integration with metadata and catalogue services to provide context-driven data retrieval and lineage tracking.
- Versioning and documentation for ease of use by developers and data consumers.
- Monitoring and error handling to maintain reliability and ensure timely issue identification.

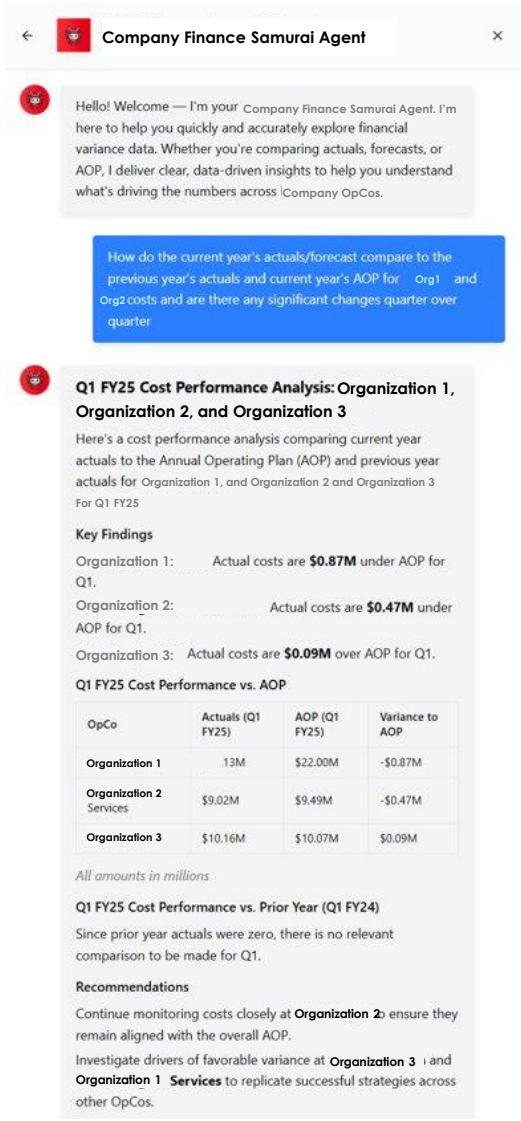
Sample Finance Variance Analysis Dashboards



Function	Function Team	Q1 ACT/FCST	Q1 Budget	Q1 Variance %	Q2 ACT/FCST	Q2 Budget	Q2 Variance %	Q3 ACT/FCST	Q3 Budget	Q3 Variance %	Q4 ACT/FCST	Q4 Budget	Q4 Variance %
IT	IT	$7.1	$6.3	14.09%	$7.7	$6.7	14.79%	$8.1	$7.1	14.04%	$8.2	$7.2	13.80%
HR	Total Rewards	$0.8	$0.7	16.40%	$1.1	$0.7	52.34%	$1.1	$0.7	53.02%	$1.1	$0.7	52.66%
HR	Global People Services	$0.7	$0.2	303.59%	$0.9	$0.5	83.32%	$0.9	$0.5	83.32%	$0.9	$0.5	83.32%
Finance	PTP - Procure to Pay	$0.6	$0.3	76.11%	$0.5	$0.3	46.63%	$0.5	$0.3	48.66%	$0.5	$0.3	48.66%
Finance	OTC - Order to Cash	$0.3	$0.2	44.01%	$0.3	$0.3	26.86%	$0.3	$0.3	31.53%	$0.3	$0.3	31.53%
HR	Global Mobility	$0.3	$0.2	31.30%	$0.3	$0.3	16.02%	$0.3	$0.3	16.02%	$0.3	$0.3	16.02%
HR	HR Technology & Workforce Enab...	$0.2	$0.1	93.44%	$0.1	$0.1	94.83%	$0.1	$0.1	94.83%	$0.1	$0.1	94.83%
Procurement	Procurement	$0.2	$0.1	124.26%	$0.2	$0.1	115.75%	$0.2	$0.1	122.11%	$0.2	$0.1	122.11%
Finance	Internal Audit	$0.2	$0.1	50.00%	$0.2	$0.2	0.00%	$0.2	$0.2	0.00%	$0.2	$0.2	0.00%
Finance	Tax	$0.1	$0.0	15.92%	$0.1	$0.1	17.01%	$0.1	$0.1	17.01%	$0.1	$0.1	17.01%
Finance	RTR- Record to Report	$0.0	$0.0	-1.22%	$0.0	$0.0	4.00%	$0.0	$0.0	4.00%	$0.0	$0.0	4.00%
Finance	Payroll	$0.0	$0.0	0.00%	∅	∅	∅	∅	∅	∅	∅	∅	∅
Totals		$10.5	$8.3	26.94%	$11.4	$9.2	24.10%	$11.8	$9.6	23.50%	$12.0	$9.7	23.18%

Sample Finance Variance Analysis Dashboards with Conversational AI




Company Finance Samurai Agent
Hello! Welcome — I'm your Company Finance Samurai Agent. I'm here to help you quickly and accurately explore financial variance data. Whether you're comparing actuals, forecasts, or AOP, I deliver clear, data-driven insights to help you understand what's driving the numbers across Company OpCos.
How do the current year's actuals/forecast compare to the previous year's actuals and current year's AOP for Org1 and Org2 costs and are there any significant changes quarter over quarter
Q1 FY25 Cost Performance Analysis: Organization 1, Organization 2, and Organization 3
Here's a cost performance analysis comparing current year actuals to the Annual Operating Plan (AOP) and previous year actuals for Organization 1, and Organization 2 and Organization 3 For Q1 FY25
Key Findings
Organization 1: Actual costs are $0.87M under AOP for Q1.
Organization 2: Actual costs are $0.47M under AOP for Q1.
Organization 3: Actual costs are $0.09M over AOP for Q1.
Q1 FY25 Cost Performance vs. AOP
OpCo | Actuals (Q1 FY25) | AOP (Q1 FY25) | Variance to AOP
Organization 1 | .13M | $22.00M | -$0.87M
Organization 2 Services | $9.02M | $9.49M | -$0.47M
Organization 3 | $10.16M | $10.07M | $0.09M
All amounts in millions
Q1 FY25 Cost Performance vs. Prior Year (Q1 FY24)
Since prior year actuals were zero, there is no relevant comparison to be made for Q1.
Recommendations
Continue monitoring costs closely at Organization 2 to ensure they remain aligned with the overall AOP.
Investigate drivers of favorable variance at Organization 3 and Organization 1 Services to replicate successful strategies across other OpCos.

Project Timelines, Roles & Responsibilities and Key Assumptions

Agile Delivery Methodology

ACTORS

Business User Community

Data Product Backlog Prioritization Meeting
Led by Data Product Manager + Data Product Owner + Business Success Manager + Business Product Owner

Sprint Planning Meeting
Led by Data Product Owner + Scrum Master

Parallel Sprint Execution
Led by Data Product Owner + Scrum Master + Data Product Team

PROCESS

New Requirements + Incidents

Product Backlog
New unmet needs + Urgent one-time need

Product Backlog
Break Fixes + Ongoing Improvements

Sprint Backlog & workload(Prioritized)

Sprint Backlog

Sprint 1

User Story 1
User Story 2
User Story 3

Sprint n

User Story 6
User Story 7
User Story 8
User Story 9

Report Development & Go-Live
Discovery & Planning
Data Ingestion & Pipeline Setup
Data Transformation & Cleansing
Data Validation & Governance
Data Product Testing & Integration
Sprint Activities for each Data Product

PIVOTX

Roles and Responsibilities

Key Responsibilities

Massachusetts AI hub

- Product ownership
- Technology selection authority
- Dataset selection authority
- FAIR Principles and Specification
- Governance approval
- External Communications and Press Release
- Environment Setup and Access Provisioning
- Result Validation and User Acceptance
- Product Launch

Pivotx / Vendor Partner

- Program/Project Management
- Project Communication (Internal)
- Requirement Gathering and Analysis
- UI/UX Design
- Architecture and Design
- Build & integration, security baseline, catalog & pipelines, synthetic service, fairness service, credits ledger
- Quality Assurance
- Training and Launch support

Project Timelines

Key Activities	Month1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Phase 1- Initiation & Design Kick-off, Requirement Gathering and Analysis, target architecture, governance drafts, curation criteria, initial dataset list	6 weeks							
Phase 2 - Infrastructure & Setup Provision Platform Infrastructure , Dev/QA environment, Identity, storage, CI/CD	6 weeks							
Phase 3 - Development (workstream 1) - Data Services (core) Ingestion pipelines, catalog/metadata/search, dataset previews, synthetic data engine		12 weeks						
Phase 3 - Development (workstream 2) - Portal & Credits Engine Common credits Ledger, portal feature set - public/admin		12 weeks						
Phase 3 - Development (workstream 3) - Fairness and Security Hardening RBAC, tiers, usage agreements, approvals, fairness workflows; audit logging		12 weeks						
Phase 4 - Quality Assurance Functional, performance, security testing					6 weeks			
Phase 5 - Rollout & Adoption Production Environment, Training, docs, pilot onboarding; public launch for core audience							6 weeks	

Assumptions and Dependencies

Influencing the scope, effort and timelines

Project Management

- The feature priorities for the project will be defined and guided by Mass Tech Collaborative
- The PivotX Program Director and Project Manager will collaborate with Mass Tech Collaborative to develop the project plan and will be responsible for tracking and monitoring progress.
- Mass Tech Collaborative will support the resolution of dependencies and conflicts involving internal and external stakeholders.
- Mass Tech Collaborative will ensure timely availability of business and IT stakeholders contributing to the project during requirements gathering, user acceptance testing, and product release phases.
- The project will follow Agile/Kanban methodology, using Jira or a similar tool for project management.
- Sprint plans will be agreed in advance.

Project Preparation

Mass Tech Collaborative will enable completion of the following in Sprint 1:

- Agreement on the project plan and product backlog
- Alignment on solution/technical architecture, tools and technologies
- Agreement on the Initial data commons / data sets
- Provisioning project environment for project team
- Alignment on the QA approach including user acceptance
- Definition and installation of DevSecOps tools and release processes

Assumptions and Dependencies

Influencing the scope, effort and timelines

Project Execution

- Mass Tech Collaborative and PivotX will jointly detailed user journey maps, user experience design
- PivotX will provide UX/UI design for the solution using Figma. This will be basis for development of the application front-end
- Mass Tech Collaborative will finalize the initial data commons/data sets
- Mass Tech Collaborative will ensure client availability for timely validation and launch
- PivotX propose hybrid delivery models that include offshore team members for defined roles such as software development or testing without compromising on the data residency, security, or responsiveness. Key functions involving governance, security, compliance, and stakeholder engagement be performed by U.S. based personnel.
- PivotX will adopt an agile delivery framework and will leverage standard agile tools like Jira which is widely used by Mass Tech Collaborative

Project Infrastructure

- Mass Tech Collaborative will provide the necessary cloud infrastructure and software to enable successful project delivery
- Mass Tech Collaborative infrastructure team will spin-off the project environment in time to start and complete the first release.
- PivotX will deliver all work remotely (from US and India) via secure VPN access. Mass Tech Collaborative will ensure secure remote connectivity is established for the team.
- Mass Tech Collaborative will provide MS O365 access for PivotX team members.
- Mass Tech Collaborative infrastructure team will respond to support requests within 24 hours.

Assumptions and Dependencies

Influencing the scope, effort and timelines

Security and Compliance

- Mass Tech Collaborative must provide all relevant security and compliance requirements during the project planning phase, which PivotX will comply with
- PivotX will follow standard security best practices for its deliverables; however, Mass Tech Collaborative is responsible for securing its infrastructure, data access, and any breaches within their environment
- Mass Tech Collaborative will be responsible for controlling access to and maintaining PII inventory in a secure manner
- Information security approvals, security assessments, and penetration testing will be the responsibility of Mass Tech Collaborative
- During the project, PivotX team will adhere to Mass Tech Collaborative 's information security guidelines

Others

- PivotX will be granted access to Mass Tech Collaborative 's standard templates, branding assets, and communication guidelines to ensure alignment

Project Team

A **forward-deployed team** will work closely with you to rapidly design, build, and adapt solutions for maximum impact

Sr. Consulting Director
Shapes client vision and solution strategy

Project Manager
Oversees delivery, milestones, and governance.

Lead Chief Architect
Defines architecture and technology options

Data Architect
Designs scalable data architecture, data integration and data models

Business Analyst
Gathers requirements and maps business processes

Data Governance Specialist
Implements catalog, metadata, and data policies (incl. FAIR principles)

UI/UX Designer
Designs intuitive, accessible user experiences

AI Specialist
Implements synthetic data, fairness and bias detection frameworks

Infrastructure Specialist
Manages cloud setup, networking, and environments

Content Developer
Creates training and launch materials

Test Manager
Oversees testing strategy and release readiness

Security Architect
ensures regulatory compliance and zero trust principles

Communications Specialist
drives change management and communication across stakeholders

Data Engineers
Develop data pipelines and implements synthetic data generation solution

Full Stack Developers
Builds portal, credit ledger, and integrations.

QA Engineer
Validates functionality and ensures quality standards

DevSecOps Engineer
Automates deployment and ensures platform security

UI/UX Engineers
Implements front-end designs and interactions

Legend: US | Hybrid (US & India)

PIVOTX

Meet Our Project Leadership Team

Experienced. Insightful. Proven. Driving DCC success.

Poornima Ramaswami
Founder & CEO

Founder and CEO of PivotX Advisors, is a recognized thought leader in data and AI. With 25 years in strategy, consulting, and P&L leadership, she drives Data-centric and AI transformations. Poornima previously served as Chief Transformation Officer at Qlik, driving strategic alignment across people, processes, and systems. She led Cognizant's North America AI and Analytics practice, overseeing 15,000+ professionals. In 2020, she was named a Top 50 Powerful Woman in Technology.

Julie Carpenter
Sr. Consulting Director

Julie brings 35 years of global C-suite experience in technology and operations. With expertise in AI and analytics, data engineering, governance, solution and data architectures, risk and compliance, cybersecurity, driving digital transformation and revenue growth.
Has led significant data-centric initiatives at Oracle, GE, Cognizant, and PRA Group focusing on financial operations, investment/debt collection analytics, risk (e.g.: CCAR, credit risk, interest rate risk, and liquidity risk), data governance, and data monetization strategies.

Kishore Jasti
Lead Solution Architect

Technology and delivery executive with 24+ years of global experience in digital transformation, enterprise data, and AI. He has led large-scale data modernization programs, and agentic AI initiatives across PivotX, JPMorgan and Cognizant, delivering impactful solutions for global clients across banking, pharma, tech, and aviation.

Marcus Ansell
Principal Consultant
(Business Analyst)

Marcus Ansell is a principal consultant and business architect with 30+ years in global financial services. He has launched market-leading asset management products, driven enterprise data strategies, and led AI, analytics, and modernization programs across SS&C, DST International, Cognizant, and Genpact, delivering transformative business and technology outcomes.

Vishal Agarwal
Principal Data Architect

Azure-certified Data Architect with 22+ years in IT, specializing in data strategy, governance, and modernization. Expert in integration, visualization, and AI-driven cloud solutions. Proven leader in global data platform design and transformation initiatives. Skilled in Azure and data warehousing. Known for delivering client-focused, impactful solutions that drive business insights and digital transformation

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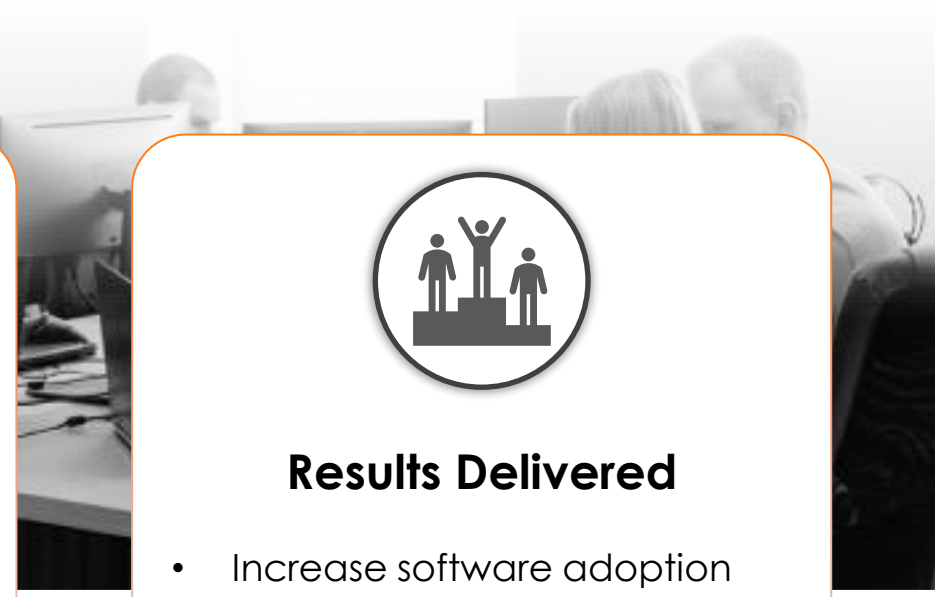
Customer Reference

Leading Enterprise Software Firm with Worldwide Reach

Optimizing Data Visibility with AI-Powered Conversational Insights



Business Problem

Data Optimization Software Gaps

- No unified data asset view
- Lacked ROT (Redundant, Obsolete, and Trivial data) data analysis capabilities
- Missing secure, intuitive reporting tools

Solution

Software Enhancements Delivered

- Added intuitive BI dashboards
- Integrated GenAI for natural language queries
- Applied guardrails for secure responses
- Enabled history, export, and sharing

Results Delivered

- Increase software adoption and utilization
- Unlocking cost and performance gains for customers
- Increased is new sales and renewals.

Key Features and Capabilities: Natural Language Query Support | Intelligent SQL Generation and Validation | Metadata and Glossary Integration | PII and Data Classification Awareness | Cached Query Optimization via Vector Embeddings | Dynamic SQL Execution on PostgreSQL | Conversational Context Management | Follow-up Question Suggestions | Secure Access and Role Awareness

PIVOTX

Leading Enterprise Software Firm with Worldwide Reach

Optimizing Data Visibility with AI-Powered Conversational Insights

Reference:

Company: Pentaho

Name of Contact: Maggie Laird

Title: President

PIVOTX

Fortune 500 Digital Innovator Serving Multiple Industries

Driving AI Adoption Through Unified Data Strategy

Business Problem

- Struggled with growing data volume
- External data access was restricted
- Siloed ownership hindered collaboration
- Low data readiness stalled AI Initiatives

Solution

- Defined enterprise-wide data strategy
- Built scalable, AI-ready data platform
- Established shared data services organization
- Delivered MVP to validate strategy

Result Delivered

- Cloud-native, modular data foundation
- Governed, AI-ready data architecture
- Self-service access across business functions
- Data Foundation enabling AI initiatives

Fortune 500 Digital Innovator Serving Multiple Industries

Automating Financial Variance Analysis for Strategic Clarity

Business Problem

- Financial data scattered across ERPs
- No centralized financial reporting system
- Manual variance analysis slowed closing
- High effort, limited strategic insights

Solution

- Developed financial data platform on GCP
- Integrated Oracle EBS and Hyperion with BigQuery
- Automated variance analysis and reconciliation workflows
- Deployed conversational GenAI chatbot for data insights

Result Delivered

- Accelerated financial reporting cycle time
- Centralized data enabled strategic analysis
- Enhanced forecasting and planning precision
- Clear visibility into labor and spend

Fortune 500 Digital Innovator Serving Multiple Industries

Automating Financial Variance Analysis for Strategic Clarity

Reference

Company: Hitachi Digital

Name of Contact: Vinay Rao

Title: Global Vice President of Data and AI, Digital Transformation

PIVOTX

Fortune 500 Digital Innovator Serving Multiple Industries

Accelerating Procurement Intake with AI-Driven Simplicity

Business Problem

- Highly manual procurement intake process
- Extended turnaround times and delays
- Frequent back-and-forth on clarifications
- Limited visibility across intake lifecycle

Solution

- Deployed AI-powered reusable conversational agent for Intake
- Interpreted user intent and context
- Automatically structured intake submissions
- Streamlined front-end request experience

Results Delivered

- Reduced intake time from weeks to hours
- Boosted requestor satisfaction
- Reduced manual data handling workload
- Achieved end-to-end process visibility

PIVOTX

Fortune 500 Digital Innovator Serving Multiple Industries

Smart PO Creation Through Contract-Aware Automation

Business Problem

- Manual PO creation process
- Time-consuming MPSA/SOW term validation
- Manual data entry slowed efficiency
- Frequent errors in PO generation

Solution

- Automated PO creation via agentic AI
- Extracted key terms from contracts - SOWs/MSPA
- Auto-filled forms with accurate data
- Streamlined workflows to reduce effort

Results Delivered

- Cut PO cycle time significantly
- Boosted accuracy and contract compliance
- Enhanced procurement team productivity
- Freed capacity for strategic tasks

PIVOTX

Fortune 500 Digital Innovator Serving Multiple Industries

Intelligent Invoice Validation & Cashflow Optimization

Business Problem

- Incorrect payment terms from vendors
- Validation delayed due to sheer volume
- Cashflow impacted due to premature payments

Solution

- AI-assisted invoice validation
- Contextual analysis of unstructured descriptions
- Verifies payment terms across artifacts
- Flags errors for human review

Results Delivered

- Reduce premature payments
- Preserves working capital
- Near real-time invoice ingestion and validation
- Improved compliance and visibility among teams
- Created structured procurement data from unstructured sources

PIVOTX

Fortune 500 Digital Innovator Serving Multiple Industries

AI-assisted Vendor Vetting for ESG Compliance

Business Problem

- Manually-intensive due diligence process
- Potential damage to company brand
- High operational and financial risk

Solution

- AI-automated risk identification
- Detected violations citing credible sources
- Enhanced due diligence process

Results Delivered

- Reduced the process time from 10 days to 24 hours
- Mitigated risks to the brand and supply-chain
- Ensured ESG compliance

Fortune 500 Digital Innovator Serving Multiple Industries

AI-Powered Procurement Projects

Reference

Company: Hitachi Digital

Name of Contact: Prasanthi Sathyaprakash

Title: VP, Head of Global Procurement

PIVOTX

PIVOTX

Why PivotX

Why PivotX

Focused on Business Outcomes. Powered by Expertise.

DATA AND AI EXPERTISE

PivotX Advisors is comprised of **seasoned practitioners with hands-on experience** in developing and executing data and AI solutions in executive roles, having worked with leading multinational corporations and top-tier consulting firms.

OUR "DATA AS A PRODUCT" PHILOSOPHY

Our innovative "Data as a Product" **approach blends product management principles with design thinking** to seamlessly integrate data and AI into the decision-making fabric, transforming organizations into data-centric enterprises

BUSINESS-FIRST PROBLEM SOLVING APPROACH

We begin by uncovering the root business challenge - not just the surface symptoms - ensuring every solution we craft is sharply focused on delivering measurable, outcome-driven impact, no matter the scale or complexity.

Our Commitment

Engagement, Ecosystem, Empowerment

01

Customer Engagement

Best fit solution vs Best of Breed solution approach

02

Empower our Customers

Establish lasting, independent, scalable data-centric practices

03

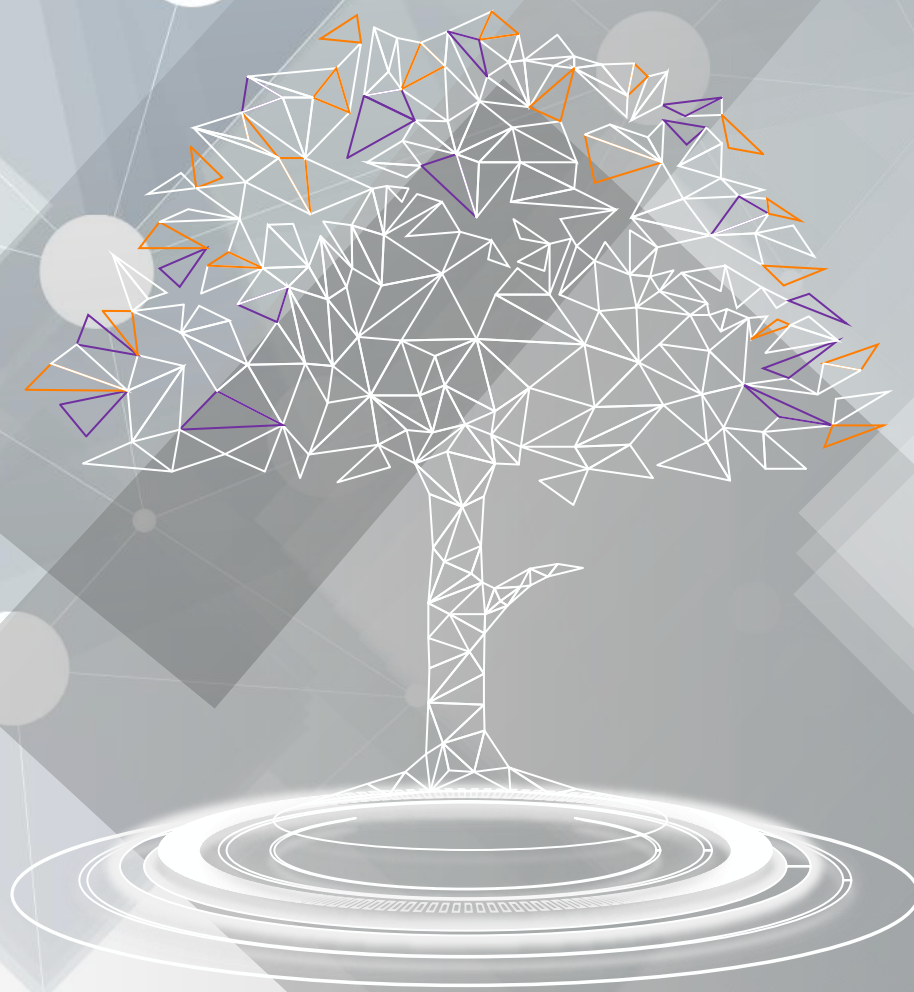
Enable a robust Ecosystem

Establish a validated ecosystem of data providers, platforms, solutions

PIVOTX

PIVOTX

Thank You



Massachusetts Technology Collaborative

Grant Agreement
Standard Budget and Invoice Template
Invoiced Costs

Line Number	Budgeting Applicant Information															
2																
3	Applicant: PivotX Advisors LLC			Procurement No.: 2026-JAII-01												
4	Budget Period: 2025-2027			Title of Proposed Project:												
5	Address:			AI Hub Data Commons Collaborative												
6	73 Williams Street, Arlington, MA 02476			Consulting Services - RFP No. 2026-JAII-												
7	Phone: 201 966 9968			01												
8				MTC Funding Requested:												
9				Total Project Cost:$3,826,400												
10	Cost Elements			Total Project	Invoice 1		Invoice 2		Invoice 3		Invoice 4		Cumulative			
11					Period: MM/DD/YYYY-MM/DD/YYYY		Period: MM/DD/YYYY-MM/DD/YYYY		Period: MM/DD/YYYY-MM/DD/YYYY		Period: MM/DD/YYYY-MM/DD/YYYY		Period: MM/DD/YYYY-MM/DD/YYYY			
12						Amount		Amount		Amount		Amount	Expended		Remaining	
13	I. Direct Labor															
14	*Name/Title*	*HRS*	*Rate*		*HRS*		*HRS*		*HRS*		*HRS*					
15	Sr. Consulting Director - US	1120	$375	$420,000		$ -		$ -		$ -		$ -	$ -		$	420,000.00
16	Lead Solution Architect - US	560	$250	$140,000		$ -		$ -		$ -		$ -	$ -		$	140,000.00
17	Data Architect - US	1120	$150	$168,000		$ -		$ -		$ -		$ -	$ -		$	168,000.00
18	Data Engineers - Hybrid (US & India)	4480	$55	$246,400		$ -		$ -		$ -		$ -	$ -		$	246,400.00
19	DG / Data Catalog and Metadata Mgmt. Specialist (incl specialists for FAIR principles) - US	3360	$100	$336,000		$ -		$ -		$ -		$ -	$ -		$	336,000.00
20	Business Analyst - US	2240	$75	$168,000		$ -		$ -		$ -		$ -	$ -		$	168,000.00
21	Full Stack Developers - Hybrid (US & India)	3360	$50	$168,000		$ -		$ -		$ -		$ -	$ -		$	168,000.00
22	UI/UX Designer - US	720	$150	$108,000		$ -		$ -		$ -		$ -	$ -		$	108,000.00
23	UI/UX Engineer - Hybrid (US & India)	3360	$50	$168,000		$ -		$ -		$ -		$ -	$ -		$	168,000.00
24	AI Specialist (incl for Synthetic data Specialists / Scientists / Modeler) - US	3360	$200	$672,000		$ -		$ -		$ -		$ -	$ -		$	672,000.00
25	Content Developer - US	480	$90	$43,200		$ -		$ -		$ -		$ -	$ -		$	43,200.00
26	DevSecOps Engineer - Hybrid (US & India)	2240	$50	$112,000		$ -		$ -		$ -		$ -	$ -		$	112,000.00
27	Infrastructure Specialist - US	1120	$150	$168,000		$ -		$ -		$ -		$ -	$ -		$	168,000.00
28	Test Manager - US	1120	$90	$100,800		$ -		$ -		$ -		$ -	$ -		$	100,800.00
29	QA Engineer - Hybrid (US & India)	3360	$50	$168,000		$ -		$ -		$ -		$ -	$ -		$	168,000.00
30	Security / Compliance Architect (incl regulatory specialist) - US	1280	$225	$288,000		$ -		$ -		$ -		$ -	$ -		$	288,000.00
31	Project Manager - US	1120	$175	$196,000			$ -		$ -		$ -		$ 175.00		$	195,825.00
32	Communications Specialist / Change Management Specialist - US	320	$175	$56,000			$ -		$ -		$ -		$ 175.00		$	55,825.00
34	**Total Direct Labor**			**$3,726,400**	0	$ -	0	$ -	0	$ -	0	$ -	$ 350.00		$	3,726,050.00
35																
36	II. Direct Labor Fringe Cost	Rate (%):	0%	$0		$ -		$ -		$ -		$ -	$ -		$	-
37																
38	II. Subcontractors/Consultants/Contracted Staffing															
39	*Firm name/title or role/type of services to be provided*	*HRS*	*Rate*		*HRS*		*HRS*		*HRS*		*HRS*					
40				$0		$ -		$ -		$ -		$ -	$ -		$	-
41				$0		$ -		$ -		$ -		$ -	$ -		$	-
42				$0		$ -		$ -		$ -		$ -	$ -		$	-
43				$0		$ -		$ -		$ -		$ -	$ -		$	-
44				$0	.5	$ -		$ -		$ -		$ -	$ -		$	-
45				$0		$ -		$ -		$ -		$ -	$ -		$	-
46	Total Subcontractors/Consultants			$0	5	$ -	0	$ -	0	$ -	0	$ -	$ -		$	-
47																
48	III. Direct Materials (provide description and costs basis)															
49				$0									$0			$0
50				$0									$0			$0
51				$0									$0			$0
52				$0									$0			$0
53				$0									$0			$0
54				$0									$0			$0
55				$0									$0			$0
56	Total Direct Materials			$0		$0		$0		$0		$0	$0			$0
57																
58	IV. Travel			$100,000									$0			$100,000
59																
60	V. Other Direct Costs *(list type and description such as venue rental costs and cost basis)*															
61				$0									$ -		$	-
62				$0									$ -		$	-
63				$0									$ -		$	-
64				$0									$ -		$	-
65				$0									$ -		$	-
66	Total Other Direct Costs			$0		$ -		$ -		$ -		$ -	$ -		$	-
67																
68	VI. General & Administrative Expense/Overhead	Rate (%):	0%	$0		$ -		$0		$0		$0	$ -			$0
69																
70	**Total PROJECT COSTS**			**$3,826,400**		**$0**		**$0**		**$0**		**$0**	**$350**		**$**	**3,826,050**

LEGEND:

Formula cell
Data entry cell

This section is for post-contract invoicing only. Do not complete with proposal.